**SUMMARY**
**CITY OF MILWAUKEE HOUSING STRATEGY**
**GOAL: CREATE DIVERSE HOUSING CHOICES**
July 22, 2002

**Strategy 1: Increase and target new housing production that contributes to Milwaukee's unique urban landscape.**

1. Utilize comprehensive planning in the development and redevelopment of neighborhoods.
2. Promote a range of new housing based on market demand.
3. Set annual production goals citywide.
4. Support environmentally friendly construction and encourage high-quality, cost-effective building styles, methods and materials.
5. Cluster housing development efforts to maximize investment and leverage additional investment including commercial development.
6. Assemble, prepare and market sites for new residential development.
7. Use selective intensive code enforcement and demolition based on neighborhood strategy to remove blighting or obsolete properties and make room for new development.
8. Facilitate the development process for residential developers.
9. Develop systems to allow tracking of all housing development, public and private, on a citywide basis.
10. Target *spot acquisition* funds to help achieve housing development goals.

**Strategy 2: Promote preservation of existing housing stock.**

1. Promote existing resources for maintenance and rehabilitation of housing.
2. Assist in the creation of partnerships with developers, lenders and implement funding programs that upgrade Milwaukee's housing stock.
3. Preserve and enhance the unique features of Milwaukee neighborhoods.
4. Offer a variety of enforcement tools and incentives based on the needs of the individual neighborhoods.

**Strategy 3: Provide public housing and community service programs that strengthen and enhance the social, economic and physical environment, especially for those of lower income.**

1. Maximize and manage federal housing dollars to ensure decent, safe and sanitary housing, including veterans housing.
2. Develop mixed-income housing (in addition to existing public housing units) at public housing developments and other neighborhoods throughout the City.
3. Adapt public housing for elderly assisted living.
4. Provide home-based services for the elderly living in public housing so they can age-in place (remain in their apartment.)

5. Help residents acquire the skills needed to increase their income and become homeowners.
6. Coordinate services to help Section 8 participants become self-sufficient.
7. Continue to explore partnership ventures.
8. Develop a plan to reduce the density and isolation in all public housing developments.
9. Reduce the vacancy rate in HACM high-rise developments.
10. Help MW/DBE Businesses diversify their revenue and provide contracting opportunities for emerging businesses.
11. Support the development and maintenance of affordable rental units, especially for large families.
12. Advocate for an increase in the number of rental assisted (Section 8) units in areas that are currently underserved throughout the entire metropolitan area.


**Strategy 4: Maximize and utilize all available resources, including state, federal and private dollars, to carry out the city's housing strategy.**

1. Coordinate housing and neighborhood development efforts with CDBG funded activities as well as other human service and economic development initiatives.
2. Cluster the city's economic development activities in catalytic project areas that have demonstrated strong capacity to make a clear and measurable impact.
3. Expand the pool of private resources available for investment in neighborhood development.
4. Work with lenders to ensure the availability of mortgage products (including mixed-use developments) for rehabilitation of housing (both owner occupied and rental) and historic restoration.
5. Work within neighborhoods to build capacity and strengthen the ability of Community Development Corporations and non-profit organizations to perform effectively as vehicles for neighborhood renewal.
6. Support and strengthen the ability of Community Development Corporations and non-profit organizations to perform effectively as vehicles for neighborhood renewal.
7. Develop cooperative relationships with parties involved in the housing delivery system including (but not limited to) the Department of Neighborhood Services, neighborhood residents, property owners, lending institutions, and the real estate industry—including LISC, WHEDA, Fair Housing Council, HUD, CBGA, UWM
8. Aggressively monitor and promote legislative changes on the local, state and federal level that will positively advance the City of Milwaukee housing and neighborhood development objectives.
9. Develop mechanisms to track and assess investments in rehab, maintenance and new housing production. (DNS, DCD)

**Strategy 5: Aggressively market Milwaukee for in-fill and new housing development.**

1. Develop marketing materials to encourage private development and investment in housing.
2. Seek out and promote conversion and mixed-use opportunities, including live-work, throughout the City.
3. Highlight "best practice" models of residential construction to encourage and facilitate new residential development.
4. Work with community partners to market and promote awareness of housing opportunities in Milwaukee.
5. Develop a plan to strategically promote the availability of *in rem* and other City-owned real estate.

**Strategy 6: Promote affordable home ownership and responsible rental property ownership.**
1. Work with partners in the housing delivery system (e.g., lenders, real estate professionals, WHEDA, Fannie Mae, etc.) to create a comprehensive citywide plan to promote homeownership and responsible rental property ownership.
2. Work in partnership with the lending community to develop additional funding sources for the purchase and purchase/rehabilitation of residential properties.
3. Expand homeownership opportunities for Housing Authority and Section 8 residents through the 5H and voucher programs (HACM) respectively.

**Strategy 7:  Promote a range of housing opportunities with appropriate supportive services for the City's special needs population.**
1. Improve the supply and quality of emergency and transitional housing that leads to long-term affordable housing.
2. Improve collaboration between the shelter community and providers of long-term subsidized housing.
3. Increase access to and use of private market rental housing and homeownership opportunities.

## GOAL:  CREATE DIVERSE HOUSING CHOICES

**Strategic Objectives:**
• Promote development of market-rate housing throughout the city.
• Capture 7% of the new housing starts in the Milwaukee Metropolitan four county area.
• Work with Community Development Corporations and private developers to rehab and sell 100 units per year.
• Provide and maintain high-quality public housing.
• Increase home ownership.
• Maintain existing housing stock.

**Benchmarks:**
• Number of new housing units
• Number of rehabbed housing units
• Equalized value of residential property
• Percentage of home ownership

**Issue Synopsis:**

The availability of affordable, quality housing is inextricably connected to economic development and the ultimate health of the city. The lack of stable housing can impact an employer's ability to hire and retain workers.  This increases the cost of doing business, negatively impacts a company's profitability and can affect the community's economic health.  Conversely, preservation and expansion of the housing stock grows the tax base, attracts commerce, and demonstrates the health of neighborhood marketplaces.  Additional economic benefits include the jobs, materials and services generated by the construction, marketing and sale of housing and the spending power brought by new residents.

While Milwaukee must ensure affordable housing, it must also strengthen its position as the place of choice for middle and upper income families and individuals.  To accomplish this, housing in all styles and at all price points must be available. Diversity of housing allows people of different ages, cultures, races and incomes to live in each neighborhood.  This helps achieve a balanced and stable housing market.

To achieve the goal of creating diverse housing choices, strategies must be developed to address the need for new housing as well as the need for rehabilitation and preservation of existing structures.  But these strategies must look beyond housing alone. Neighborhoods are comprised of interdependent building blocks.  Housing, commercial centers, transportation, cultural and entertainment amenities, schools and perceptions of safety all affect the desirability of a neighborhood.   It is essential to maintain and

improve all of the parts.   Each neighborhood must be viewed and assessed as a whole, to determine what must be done to facilitate revitalization and growth.

Promoting the preservation and development of housing in the City does more than keep neighborhoods healthy.  Milwaukee's many historic homes are central to the unique character of its neighborhoods.  Preservation of existing housing also allows the city to maintain affordable housing stock. Maintaining and creating urban housing choices helps curb sprawl.  The attraction of jobs and new housing development to Milwaukee, the urban center, can curtail spiraling transportation expenditures.  It can have a positive impact on pollution emissions and the environment.

**Strategy 1: Increase and target new housing production that contributes to Milwaukee's unique urban landscape.**

**Action Plan:**
1. Utilize comprehensive planning in the development and redevelopment of neighborhoods.

   Ongoing Activities
   a.  Obtain, analyze and distribute residential market data that will assist in understanding neighborhood housing markets and formulating housing strategies. (DCD, DNS)
   b.  Identify priority for new planning efforts based on existing/emerging development efforts, catalytic project areas, availability of development sites, etc. (DCD, DNS)
   c.  Guide policy and development decisions to assure a mix of housing options for all residents and to avoid economic segregation. (DCD, DNS)

   2002 Activities
   a.  Assist in development of housing strategies for Fond du Lac Avenue, Near West Side, Park East Freeway and other neighborhoods, as appropriate. (DNS, DCD, DPW)

   Beyond 2002
   a.  Develop a land-use strategy for the Third Ward Coachyards site. (DCD)
   b.  Integrate the housing strategy into the citywide comprehensive housing plan element as required by the smart growth law.

2. Promote a range of new housing options based on market demand.

   Ongoing Activities
   a.  Compile a list of all new and planned housing developments in downtown and neighborhoods for distribution to potential developers, realtors, general public, etc. (DCD, DNS)
   b.  Identify potential sites for new development and market opportunities to development community. (DCD, DNS)

c. Promote fair housing principles in the community. (DCD, DNS)
d. Continue work in the Lindsay Heights neighborhood, to support the development of single-family homes on infill lots. (DCD, DNS)

2002 Activities
a. Work with real estate community to explore feasibility of a Milwaukee "Parade of Homes" to showcase new and unique housing opportunities throughout the City. (DCD, DNS)

3. Set annual production goals citywide.

Ongoing Activities
a. Assess the housing market to set goals for the production and rehabilitation of housing units in the City. (DCD, DNS)
b. Obtain, analyze and distribute residential market data that will assist in understanding neighborhood housing markets and formulating housing strategies. (DCD, DNS)

2002 Activities and Beyond
a. Capture 7% of the new housing starts in the Milwaukee Metropolitan Area (DCD, DNS).
b. Work with non-profit and private developers to rehabilitate 100 units per year (DCD, DNS).

4. Support environmentally friendly construction and encourage high-quality, cost-effective building styles, methods and materials.

2002 Activities
a. Expand infill design guidelines, including providing illustrations of high quality new residential construction. (DCD, DNS)
b. Explore the feasibility of building "best practice" infill models on vacant City land to promote the development of new construction on City-owned infill sites (DCD, DNS).

Beyond 2003
a. Work with the Milwaukee Idea house.

5. Cluster housing development efforts to maximize investment and leverage additional investment including commercial development.

Ongoing Activities
a. Work collaboratively with for-profit and non-profit developers to cluster new housing development efforts in catalytic project areas, and areas where significant development efforts (commercial and/or residential) are planned or underway. (DCD/HACM, DNS/NIDC, DOA, CDBG.)

b. Prioritize funding for housing development to projects that cluster and complement other development efforts. (DCD, DNS)
c. Coordinate activities with other City Departments to provide and target services that support development efforts. (DCD, DNS, DPW, MPD)
d. Identify sites and buildings within priority areas (CPA's and TINS) and actively market and promote their rehabilitation/development. (DCD, DNS)

6. Assemble, prepare and market sites for new residential development.

   2002 Activities
   a. Explore the feasibility of establishing a "site allowance" fund to encourage the development of difficult or small development sites with extraordinary site development costs. (DCD, DNS)
   b. Work with State to identify additional funding (or provide a category within existing funding) for brownfields sites that have significant housing development potential. (DCD)
   c. Market remaining land in Beer Line "B". (DCD)

7. Use intensive code enforcement and demolition based on neighborhood strategy to remove blighting or obsolete properties and make room for new development.

   Ongoing Activities
   a. Work with neighborhood groups to utilize neighborhood-building surveys to prioritize and address problem properties. (DNS)
   b. Prioritize enforcement and funding in catalytic project areas and TIN areas, which present opportunities for clustered development. (DCD, DNS)

8. Facilitate the development process for residential developers.

   2002 Activities
   a. Work with the Department of Public Works and the various utility companies to identify and address development challenges relating to infrastructure issues and costs. (DCD, DPW)
   b. Continue to provide assistance to the following market-rate development projects (DCD):

   | | |
   |---|---|
   | Jefferson Block | Cherokee Point |
   | River Homes | River Tower |
   | Trostel Square | Kunzelmann-Esser |
   | Water Street Lofts | Mandel Third Ward Development |
   | Brewers Hill | Cathedral Place |
   | Commons | River Crest Condominiums |
   | Commerce Bluff | Kilbourn Tower |
   | Wilson Commons | Lafayette Place |

c.  Continue to provide assistance to the following in-fill and rehab
    development projects (DNS):

    Merrill Park Estates                  City Homes
    Lindsay Heights                       Harley Davidson
    Metcalfe Park                         Harnischfeger/39<sup>th</sup> Street

9. Develop systems to allow tracking of all housing development, public and private, on a
   citywide basis.

   2002 Activities
   a.  Update Downtown Housing Study (DCD)
   b.  Continue implementation of DCD's project management/tracking system
       and explore the feasibility of utilizing it with smaller development projects
       and neighborhood initiatives. (DCD)

   Ongoing Activities
   a.  Provide annual report and mapping of new housing development in the City,
       including substantial rehab. (DCD, DNS)

10. Target *spot acquisition* funds to help achieve housing development goals.

    Ongoing Activities
    a.  Base annual selection of projects upon overall neighborhood impact and
        conformance with strategic plans. (DNS, DCD)
    b.  Focus on large-scale assemblage for catalytic redevelopment purposes,
        versus scattered individual blight elimination activities. (DNS, DCD)

**Strategy 2: Promote Preservation of Existing Housing Stock.**

**Action Plan**
   1.  Promote existing resources for maintenance and rehabilitation of housing.

       Ongoing Activities
       a.  Refer clients to resources for help in complying with code enforcement orders such
           as Tool Loan, Home Resource Center, and NIDC. (DNS, DCD Community
           Groups).
       b.  Promote Rehab Loans offered through various organizations such as NHS,
           Neighborhood Banks, WHEDA, NOHIM, and City of Milwaukee NIP program,
           TIN program. (DNS/NIDC, DCD, Community Groups)
       c.  Provide staffing and direction for administration of TIFS (DCD).
       d.  Coordinate efforts and resources of the City and other players for targeted areas.
           (DNS, DCD, Community Groups)
       e.  Promote "Buy In Your Neighborhood" program (DNS/NIDC, DCD)
       f.  Support "Habitat for Humanity" projects whenever possible.

2002 Activities
a. Work with AASEW to explore creation of building owner assistance program.

Activities Beyond 2002
a. Pursue faith-based organizations for ideas and as potential partners and promote church based community and volunteer driven home repair initiatives such as "Christmas in May" and LAND's annual "Caulk of the Town" repair weekend. (DNS)
b. Pursue increased participation by the building trades/construction industry (such as NAHRI and the Building Trades Council) to provide loans and volunteer hours. (DNS)
c. Look at options to increased funding for existing programs. (DNS/NIDC, DCD/HACM, CDBG)
d. Determine the feasibility of requiring annual inspections of all rental property in the City. (DNS)

2. Assist in the creation of partnerships with developers and lenders to implement funding programs that upgrade Milwaukee's housing stock.

Ongoing Activities:
a. Work with neighborhood banks to determine if those lenders could provide easier access to loans for residents (home equity or other low-interest loans or lines of credit). (DNS/NIDC)
b. Continue to enhance the working relationships with WHEDA, LISC, NOHIM, and other partners and lenders to identify neighborhood needs, develop and provide new programs to address those needs. (DNS, DCD)
c. Consider new areas for future TINs and CPA. (DNS, DCD)

2002 Activities
a. Work with HUD and the Block Grant Office to explore the limits of HOME funds on demonstration projects. (DNS/NIDC, DCD)
b. Set up a meeting to explore collaboration between the City and lenders to develop additional, less restrictive funding. (DNS/NIDC)
c. Look at options for increasing funding for "rebate" programs now that paint vouchers have been virtually eliminated. (DNS, CDBG)
d. Meet with the Apartment Owner's Association to discuss possible ways to collaborate on finding additional resources. (DNS)

Activities Beyond 2002
a. Investigate options for clients with different income levels (grants, clients above the certain income eligibility requirements, the elderly, the homeless). (DNS/NIDC, DCD)
b. Investigate the possibility of obtaining foundation and new grant dollars. (Intergovernmental Relations, DCD, DNS)
3. Preserve and enhance the unique features of Milwaukee neighborhoods

Ongoing Activities
  a. Continue interaction with the City-wide Housing Coalition and neighborhood groups and residents (DNS, DCD)
  b. Conduct annual required annual fire inspections of residential and commercial properties (DNS, MFD)
  c. Maintain city-owned vacant and improved lots. (DNS, DCD)
  d. Examine plans and issue permits insuring compliance with all state and city codes. (DCD)
  e. Conduct permit inspections on all new construction and alterations to existing buildings. (DNS,DNS/NIDC)
  f. Resell city in-rem properties to responsible buyers. (DNS, DCD)
  g. Support Historic Preservation guidelines (DNS, DCD)
  h. Review and revise, if necessary, current City policies directly related to neighborhoods. (DNS and other city departments)
  i. Continued improvements to infrastructure such as street lighting and street repairs (DPW)
  j. Provide weed cutting enforcement. (DPW-Sanitation, DNS)
  k. Administer special pickup program. (DPW- Sanitation)
  l. Provide planting and maintenance of flowers and trees. (Forestry, Greening Milwaukee)
  m. Continue smoke detector installation programs. (MFD, DNS)
  n. Continue coordinated effort on spring cleanups. (DNS, CDBG, Community Groups, KGMB, Sanitation)
  o. Coordinate directed special pick-up program. (DNS, DPW-Sanitation)

2002 Activities
  a. Develop self-initiated inspection strategies for the residential inspection districts. (DNS)
  b. Focus on review and revision of the current procedure and rehab of IN-REM properties. (DNS/NIDC, DCD, Community Groups)
  c. Review the effectiveness of current CCC program and propose changes if necessary. (DNS)
  d. Implement new timing strategy for residential fire inspections. (DNS)
  e. Review and revise city's condemnation policy. (DNS, DCD)

Activities Beyond 2002
  a. Investigate the process for sale of properties at sheriff's auction (DNS, Milwaukee County Sheriff's Dept, City Attorney)
  b. Explore the feasibility of a rehab code. (DNS/NIDC, DCD)
  c. Study and investigate solutions to the problem of boarded-up properties (DNS, DCD, Community Groups)
  d. Develop additional tools to positively impact the negative perception of targeted neighborhoods (DNS, DCD)

4. Offer a variety of enforcement tools and incentives based on the needs of the individual neighborhoods.

Ongoing Activities
a. Continue program on property maintenance and compliance with the Milwaukee Building Code and Milwaukee Property Maintenance Code. (DNS)
b. Remove of dangerous and blighting properties through the condemnation process (DNS, DCD)
c. Removal, eradication and education efforts related to city-wide graffiti (DNS, MPD, DPW)
d. Abate nuisance vehicles and garbage and litter (DNS, DPW-Sanitation, DPW-parking)
e. Continue enforcement of the zoning code to deal with problems such as overcrowding, illegal car repair and other illegal operations (DNS, MPD)
f. Insure public safety and code compliance through annual inspections of certain licensed premises such as hotel-motels, rooming houses (DNS)
g. Provide training programs that teach property owners effective property management practices including the Landlord Training Program and an annual Refresher Course. (DNS)
h. Work with rental property management industry to develop and promote effective property management practices. (DNS/NIDC, DCD)
i. Provide funding and staff to operate the Essential Service Program. (DNS)
j. Use the rent-withholding program as an incentive to owners to make repairs to their properties. (DNS, Community Advocates)
k. Coordinate efforts with the Police Department to abate life safety issues. (DNS, MPD)
l. Increase use through education efforts of the new chronic nuisance ordinance (DNS, MPD)
m. Ensure timely referral on violations for court enforcement. (DNS, Municipal Court)
n. Use graduated reinspection fees to encourage compliance. (DNS)
o. Develop and submit code changes (new and revised) for Common Council approval. (DNS, DCD, other City departments)
p. Improve the working relationship with MPD and the DA to deal with dysfunctional and illegal behaviors in neighborhoods. (DNS, MPD)
q. Continue to provide department representatives for public meetings. (All City Departments)
r. Coordinate efforts on lead paint enforcement and repair grants. (DNS, HEALTH)
s. Work with partners and other city departments to address issues including problem behaviors that affect quality of life issues in city neighborhoods. (DNS, MPD)
t. Use the receivership process to deal with problem properties. (DNS,DNS/NIDC, City Attorney, Community Groups)

<u>2002 Activities</u>
a. Develop code enforcement strategies for each of the ten TIN areas. (DNS)
b. Increase use of rent withholding as a resource to make repairs to health, safety and welfare code violations. (DNS)
c. Meet with Municipal Court administration to discuss and implement changes to court enforcement process. (DNS, Municipal Court, City Attorney)
d. Provide code enforcement support for the Lindsay Heights initiative. (DNS)
e. Develop certificate of occupancy language to be included on all board-up and placard orders. (DNS)
f. Schedule and coordinate meetings with police and district attorney contacts. (DNS, MPD, DA's office)
g. Review and revise placarding guidelines. (DNS)
h. Produce Spanish video of Landlord Training Program. (DNS)
i. Pursue CEU credits for realtors completing the Landlord Training Program. (DNS)
j. Meet with Housing Coalition to discuss use of 218.9 and signage related to boarded buildings. (DNS, Community Groups)

<u>Activities beyond 2002</u>
a. Investigate the possibility of State licensing for property managers.
b. Explore the possibility of a rehab code. (DNS, DCD)
c. Explore the possibility of CEU credits for real estate brokers who complete property management classes. (DNS)

**Strategy 3: Provide public housing and community service programs that strengthen and enhance the social, economic and physical environment, especially for those of lower income. (HACM)**

**Action Plan:**
1. Maximize and manage federal housing dollars to ensure decent, safe and sanitary housing, including veterans housing:

<u>Ongoing Activities</u>
<u>a</u>. Apply for special purpose grants from the U.S. Department of Housing and Urban Development and other federal, state and local agencies, as well as the private sector, to provide service coordination, economic self-sufficiency, training and other supportive services for residents.
<u>b</u>. Maintain public housing and Section 8 operating reserves above required HUD levels.
c. Continue to look for opportunities to increase revenue and decrease expenses.

<u>2002 Activities</u>
a. Explore a bond issue as a way to accelerate capital investment in public housing.
b. Obtain bond financing to support the modernization of the veterans market rate developments.

<u>Activities Beyond 2002</u>
Explore opportunities for leveraged financing to accelerate capital improvements in public housing

2. Develop mixed-income housing at public housing developments and other neighborhoods throughout the City. (The number of available units for low-income persons will remain the same. Mixed-income housing will be in addition to any existing low-income housing units.)

<u>Ongoing Activities</u>
a. Work with financial institutions and other organizations to obtain funding for mixed-income development.
b. Continue to sell single-family scattered sites public housing units to residents through the Section 5 (h) homeownership program.
c. Assist Section 8 Housing Voucher Choice program participants to achieve homeownership through the Section 8 Housing Voucher Choice program.
<u>2002 Activities</u>
a. Complete the development and achieve full occupancy of Townhomes at Carver Park.
b. Submit demolition and HOPE VI applications for the Highland Park public housing development.
c. Construct 40 new single-family homeownership units in conjunction with the Parklawn and Lapham Park HOPE VI programs.
d. Identify mixed use opportunities at Highland Park, Hillside Terrace and Convent Hill

<u>Activities Beyond 2002</u>
a. Explore partnerships with businesses and organizations interested in employer-assisted housing.
b. Finalize plan for the revitalization of Convent Hill
c. Submit tax credit application for Highland Park replacement units
d. Revitalize the Highland Park housing development, which includes the construction of replacement units

3. Adapt public housing for elderly assisted living.

<u>Ongoing Activities</u>
a. Expand the supportive services model developed through the "Lower Walnut Street" model to the Convent Hill and Becher Court developments.
b. Continue to work to obtain Medicaid waivers to support assisted living in public housing.
c. Seek funding from the U.S. Department of Health and Human Services, the State of Wisconsin and other sources to support services for elderly/frail elderly residents.
d. Work with other organizations in the community to obtain additional funding and services.

2002 Activities
a. Review the results from the market study of elderly high rises to assess the feasibility of converting existing high rises for assisted living
b. Work with Friends of Housing on the submission of a Section 202 application to provide supportive housing for the elderly

Activities Beyond 2002
Identify additional opportunities and partnerships for the development of assisted living facilities

4. Provide home-based services for the elderly living in public housing so they can age-in place (remain in their apartment.)

Ongoing Activities
a. Apply for grants, such as the Service Coordinator and Resident Opportunity and Self-Sufficiency (ROSS) grants from HUD, to fund home-based service delivery.
b. Partner with the Milwaukee County Department on Aging to coordinate service delivery.
c. Contract with SET Ministry to provide direct and referral services.
d. Work with other organizations in the community to obtain additional funding and services.

5. Help residents acquire the skills needed to increase their income and become homeowners.

Ongoing Activities
a. Refer residents to the Housing Authority's Resident Employment coordinators.
b. Partner with TANF and other agencies to obtain occupational training and related supportive services.
c. Enforce public housing lease provisions that provide incentives and encourage resident employment and self-sufficiency.

6. Coordinate services to help Section 8 participants become self-sufficient.

Ongoing Activities
a. Develop partnerships with local organizations through which Section 8 clients gain access to job training and support services.
b. Provide Section 8 preferences for applicants from agencies that have a partnership with HACM to provide job placement and self-sufficiency services

7. Continue to explore partnership ventures.

Ongoing Activities
a. Expand partnerships with non-traditional private sector entities, such as private employers, banks and lending institutions, foundations and national professional organizations.

b. Continue and expand successful partnerships with the Boys and Girls Club, MCSC, Medical College of Wisconsin, S.E.T. Ministry, YMCA, Silver Spring Neighborhood Association and other agencies and organizations that serve public housing residents.

8. Develop a plan to reduce the density and isolation in all public housing developments.

   Ongoing Activities
   a. Implement HACM's one year and five year capital fund plans.

   Activities Beyond 2002

   a. Revitalize the Highland Park Housing Development
   b. Revitalize the Convent Hill Housing Development

9. Reduce the vacancy rate in HACM high-rise developments.

   Ongoing Activities
   a. Aggressively market HACM's programs and services.
   b. Develop a retention strategy supported by the continuation and expansion of supportive services for elderly.

   2002 Activities
   a. Implement the recommendations from a third party market analysis.
   b. Partner with appropriate organizations to utilize the Highland Park north tower.

10. Help MW/DBE Businesses diversify their revenue and provide contracting opportunities for emerging businesses.

    Ongoing Activities
    a. Include Section 3 and M/W/DBE participation goals in all bid solicitations.
    b. Provide potential contractors with information about opportunities with the Housing Authority.

11. Support the development and maintenance of affordable rental units, especially for large families.

    Ongoing Activities
    a. Market the Section 8 program to owners and landlords.
    b. Explore use of Section 8 Project-Based Assistance to support family rental housing development.

12. Advocate for an increase in the number of rental assisted (Section 8) units in areas that are currently underserved throughout the entire metropolitan area.

    Ongoing Activities
    a. Continue to participate in the Section 8 Regional Opportunities Counseling program.

b. Work with representatives of various organizations to target and market the Section 8 program to owners/landlords in underserved census tracts.

**Strategy 4: Maximize and utilize all available resources, including state, federal and private dollars, to carry out the city's housing strategy.**

**Action Plan:**

1. Coordinate housing and neighborhood development efforts with CDBG funded activities as well as other human service and economic development initiatives.

   Ongoing Activities
   a. Determine the priority for upcoming planning efforts based on existing/emerging development efforts, catalytic project areas, availability of development sites, etc. (DCD, DNS)
   b. Work with the State to identify additional funding (or provide a category within existing funding) for Brownfields sites that have significant housing development potential. (DCD)
   c. Work with other organizations in the community to obtain additional funding and resources. (DNS, DCD)

   2002 Activities
   a. Establish Annual Summit Meetings to identify the CPA's for the following year. (DCD, DNS)
   b. Nominate at least one new CPA for 2003 as a result of the Fond du Lac and North Neighborhood Planning Project. (DCD)
   c. Convene a meeting of funders to deal specifically with developing a successful funding approach for the Housing Strategy. (DNS, DCD)
   d. Investigate the feasibility of establishing an affordable housing trust fund using fees and other non-CDBG funding sources. (DNS, HUD)

   Activities Beyond 2002
   a. Incorporate the CPA and TIN identification/nomination process in all subsequent neighborhood-planning activities. (DCD, DNS)
   b. Require all CDBG applications to contain a section in which this coordination is described. (DCD, DOA, DNS)
   c. Develop a point system to evaluate and rank these coordination activities. (DCD, DOA, DNS)
   d. Identify a basic level of services to be CDBG funded on a citywide basis; the balance should be invested in a coordinated manner in targeted areas. (DCD, DOA, DNS)
   e. Establish a CDBG funded Housing Brownfields initiative or specify a housing component within the existing Brownfields program. (DCD)

2. Cluster the city's economic development activities in catalytic project areas that have demonstrated strong capacity to make a clear and measurable impact.

a. Perform comprehensive building inspection surveys of all Targeted Investment Neighborhoods. (DNS)
b. Limit the number of TINs and CPAs in the City each year. There should never be more than ten TINs and never more then five CPA's. (DCD, DNS)
c. Set specific annual goals for each area and monitor progress and instead of funding agencies, fund projects. (DNS, DCD, Individual CPAs)
d. Prioritize funding for housing development to projects that cluster and complement other development efforts. (DCD, DNS)
e. Promote and support catalytic projects and continue investments in public infrastructure to encourage new development. (DCD, DNS, DPW)

2002 Activities
a. Establish a process for forming and closing out CPAs and TINs as well as a Pre-TIN, Pre-CPA qualifying process. (DNS, DCD)
b. Meet with foundations and other funders to get participation in the CPA/TIN clustering concept. (DNS, DCD)
c. Work with Public Works on their replacement schedules for alleys, curbs and sidewalks to coordinate those replacements with planned construction activity (DNS, DCD).
d. Add as a standing agenda item at the periodic "DCD/DPW/DNS" meetings the targeting of DPW resources in TINs and CPAs. (DCD, DNS, DPW).

Activities Beyond 2002
a. Give CPAs and TINs the highest priority when awarding CDBG, façade, and RIF grants. (CDBG, DCD)
b. Advocate for funding of TINs and CPAs with the Community Development Committee. (DNS, DCD)

3. Expand the pool of private resources available for investment in neighborhood development.

Ongoing Activities
a. Establish links with neighborhood banks to determine if those lenders could provide easier access to loans for residents (home equity or other low-interest loans or lines of credit). (DNS)

2002 Activities
a. After the CPAs and TINs have been established, sit down with private lenders and lay out a specific objective for them in each CPA or TIN. (DCD, DNS)
b. Seek a blending of private, public, and foundation resources. Solicit ideas from private lenders. (DNS)

Activities Beyond 2002
a. Require more private leverage per CDBG/Home dollar; possibly develop incentives for funding programs or projects that leverage resources (in-kind, dollars, etc.) (DNS, CBGA).

4. Work with lenders to ensure the availability of mortgage products (including mixed-use developments) for rehabilitation of housing (both owner occupied and rental) and historic restoration.

   Ongoing Activities
   a. Continue to work with financing institutions and other organizations to obtain funding for mixed-income development. (DNS)
   b. Work in partnership with the lending community to develop additional funding sources for the maintenance and rehabilitation of owner-occupied housing and the purchase and rehabilitation of rental properties. (DNS)

   2002 Activities
   a. Undertake an aggressive mixed-use financing campaign utilizing HOME and CPA $ to demonstrate feasibility and workability. (DNS)

   Activities Beyond 2002
   a. Implement a number of conventionally financed mixed-use projects (DCD, DNS)

5. Work within neighborhoods to build the capacity of stakeholders to help ensure the success of revitalization efforts.

   Ongoing Activities
   a. Engage CDBG staff in the planning process to better coordinate project funding with planning that is being done. (DNS, DCD, CDBG)
   b. Work with Alderpersons and area stakeholders to help organize businesses and residents throughout the city. (DNS, DCD, CBGA)
   c. Create forums for on-going and regular communication with area stakeholders. (DNS, DCD, CBGA)
   d. Develop additional resources such as business associations, BIDs, TINs, and other neighborhood groups. (DNS, DCD)
   e. Better utilize HUD programs by developing training and technical assistance programs. (DNS)
   f. Increase the presence of high level City staff on the Milwaukee Partnership for Community Development and Capacity Building Initiative. (DCD, DNS)

   2002 Activities
   a. Within CPAs and a few other key areas of concentrated effort (e.g. Fond du Lac Ave.) create work plans for 2003 with realistic goals. (DCD, DNS)
   b. Ensure that comprehensive planning efforts undertaken by DCD and its partners incorporate home purchase and home repair financing issues and solutions. (DCD)
   c. Develop improved techniques to involve the community in identifying and addressing nuisance and drug activity. (DNS)

d.  Work closely with the neighborhood school initiative to get MPS involved in this program with the intent of reducing mobility of the student population and increasing the stability of the neighborhood. (DCD, DNS, MPS)
e.  Use neighborhood newsletters, churches, PTO's etc. to get out information concerning programs offered by the City. (CC, DNS, DCD)
f.  Use alternative media (grocery store fliers, TV guide things, various free mailers and newspapers to get out the word on housing programs. (DCD, DNS)
g.  In fall of 2002 hold a CPA workshop to set the stage for 2003. (DCD, DNS)

6.  Support and strengthen the ability of Community Development Corporations and non-profit organizations to perform effectively as vehicles for neighborhood renewal.

    Ongoing Activities
    a.  Evaluate the criteria used by CBGA to allocate funding in light of the CPA concept, which urges the clustering of resources to maximize impact. (DNS, DCD, CBGA)
    b.  Better define the roles of CDCs in housing initiatives (developer, lender, organizer, manager, and the like). (DCD, DNS)
    c.  Encourage CDCs to build their expertise by working with for-profit developers and give such partnerships a higher rating when awarding CDBG funds. (C BGA)
    d.  Update, maintain and improve City and department websites.  (All Departments)
    e.  Require reporting on neighborhood issues and conditions (garbage, litter, housing. Conditions, board ups, etc.) as part of the CDBG requirements (CBGA)

    2002 Activities
    a.  Establish specific criteria by which CDCs are qualified to receive CDBG/HOME funds. (DNS, CBGA)
    b.  Ensure that there is appropriate City representation on the Advisory Board for the Milwaukee Partnership for Community Development (DCD, CBGA, LISC)

    Activities Beyond 2002
    a.  Provide a 'road map' for CDC and CBO groups that will help them develop and demonstrate capacity to be effective partners with DCD/DNS and private sector developers. (CBGA, LISC, DCD, DNS)
    b.  Set up training tracks for specific skills development (developer, lender, organizer, manager, etc.). (CBGA, LISC, DNS)
    c.  Initiate the promotion of social services info with housing and related program info. (CBGA, Milwaukee County CBGA)

7.  Develop cooperative relationships with parties involved in the housing delivery system including (but not limited to) the Department of Neighborhood Services, neighborhood residents, property owners, lending institutions, and the real estate industry—including LISC, WHEDA, Fair Housing Council, HUD, CBGA, UWM.

    Ongoing Activities

a. Apply for special purpose grants from the U.S. Department of Housing and Urban Development, other federal, state and local agencies, and the private sector, to provide service coordination, economic self-sufficiency, training and other supportive services for residents. (DCD- HACM)
b. Set up a Housing Advisory Council comprised of the above agencies to involve these agencies at the front end. (DCD – HACM)
c. Hold regular Housing Summits or issue workshops, which involve the above agencies. (LISC, DCD, DNS, CBGA, WEDA, Fannie Mae)
d. Hold an annual meeting with housing partners to report on progress in carrying out the City's housing strategy. (DNS, DCD)

2002 Activities
a. Explore a bond issue as a way to accelerate capital investment in public housing. (DCD – HACM)
b. Obtain bond financing to support the modernization of the veterans market rate developments. (DCD – HACM)

8. Aggressively monitor and promote legislative changes on the local, state and federal level that will positively advance the City of Milwaukee housing and neighborhood development objectives.

Ongoing Activities
a. Ensure that the City's state and Federal legislative agendas are reflective of, consistent with, and supportive of the DCD/DNS Housing Strategy. (DOA, DCD, DNS)

2002 Activities
a. Ensure City involvement and leadership in the UEDA Advocacy Committee work, which monitors and promotes legislation that supports urban neighborhoods (DCD, DNS)
b. Meet with Intergovernmental Relations to brief them on the Housing Strategy (DNS, DCD)

9. Develop mechanisms to track and assess investments in rehab, maintenance and new housing production. (DNS, DCD)

Ongoing Activities
a. Incorporate all investments into the DCD project tracking system. (DCD)

Beyond 2002
a. Undertake an effort to create a common project tracking system for housing investments. (DCD, DNS)

**Strategy 5: Aggressively market Milwaukee for in-fill and new housing development.**

**Action Plan:**

1. Develop marketing materials to encourage private development and investment in housing.

   Ongoing Activities
   a. Continue to promote Milwaukee as a good place to do business and live through ongoing media releases and events. (DCD, DNS)

   2002 Activities
   a. Develop a website promoting neighborhood advantages and markets. (DCD)
   b. Conduct a testimonial ad campaign about Milwaukee as a place in which to do business. (DCD)
   c. Get on regular speaking agendas to keep the message out. (DCD, DNS)

2. Seek out and promote conversion and mixed-use opportunities, including live-work, throughout the City.

   Ongoing Activities
   a. Identify key catalytic properties and target for redevelopment. (DCD, DNS)
   b. Offer marketing and technical assistance to property owners. (DCD, DNS)
   c. Obtain funding for DNS mixed-use fund. (DNS, CDBG, lending partners)
   d. Work with / encourage lenders to promote such projects. (DCD, DNS)

3. Highlight "best practice" models of residential construction to encourage and facilitate new residential development.

   Ongoing Activities
   a. Advertise local examples of quality urban development. (DCD)
   b. Conduct a development award program. (DCD)
   c. Include best practice models in focus group workshops during neighborhood planning. (DCD)

   2002 Activities
   a. Ensure website linkages to national trade and other professional organizations and to communities across the country to demonstrate urban real estate development opportunity and showcase best practice models. (DCD)

4. Work with community partners to market and promote awareness of housing opportunities in Milwaukee.

   Ongoing Activities
   a. Improve networking with local trade associations, realtor groups and the lending community (with particular emphasis on data sharing). (DCD, DNS)
   b. Recruit non-profits to assist the City in its revitalization efforts. (DCD, DNS)

c.  Provide non-profit partners with the technical assistance necessary to promote their neighborhoods. (DCD, DNS)

5.  Develop a plan to strategically promote the sale of *in-rem* and other City-owned real estate.

    <u>2002 Activities</u>
    a.  Upgrade website property offerings with complete property data and photographs. (DCD)
    b.  Create website linkages to lending programs, lenders, regulatory agencies and homebuyer counseling organizations. (DCD, DNS)
    c.  On a test basis, use the MLS system for marketing purposes. (DCD)
    d.  Inventory and categorize all buildable land in the City's inventory. (DCD)
    e.  Amend the ordinance to streamline the legislative approval and sale processes. (DCD)

**Strategy 6: Promote affordable home ownership and responsible rental property ownership.**

**Action Plan:**
1.  Work with partners in the housing delivery system (e.g., lenders, real estate professionals, WHEDA, Fannie Mae, etc.) to create a comprehensive citywide plan to promote homeownership and responsible rental property ownership.

    <u>Ongoing Activities</u>
    a.   Maintain and analyze housing data and review to establish trends for maximum neighborhood revitalization and development. (DCD)(DNS)
    b.  Actively market the homeowner and rental rehabilitation loan and grant programs. (DNS/NIDC)
    c.  Promote Milwaukee neighborhoods through the creation and maintenance of informational resources highlighting proximity to amenities, etc., such as churches, schools, shopping, and parks. (DCD, Greater Milwaukee Convention & Visitors Bureau, Milwaukee Board of Realtors)
    d.  Coordinate Real Estate sales within clustered and targeted areas with NIDC and other neighborhood partners to achieve greater homeownership and responsible ownership. (DCD)
    e.  Acquire/rehabilitate/resell blighted homes for homeownership to stabilize and increase values. DNS/NIDC)
    f.  Build new homes for homeownership in targeted areas. (NIDC)
    g.  Participate in homeownership fairs, NOHIM, neighborhood, or planning meetings to disseminate information. (DNS/NIDC)

    <u>2002 Activities</u>
    a.  Develop an annual report to share information with appraisers and/or lenders that reflect positive changes in cluster areas. (City Assessor)

b. Work with NOHIM consortium and other city departments to create a resource guide that would provide information on available loan products and services as well as neighborhood supportive tools. (DNS/NIDC)
c. Administer the Lindsay Heights TID. (DNS/NIDC)
d. Manage the Harley CPA. (DNS/NIDC)

2. Work in partnership with the lending community to develop additional funding sources for the purchase and purchase/rehabilitation of residential properties.

   Ongoing Activities
   a. Work with Comptroller's Office, policy makers, lenders, and CBOs to identify gaps in the marketplace for rehabilitation and purchase dollars. (DNS/NIDC)
   b. Evaluate purchase/rehabilitation program, i.e., Community Gold, with other lender processing to address neighborhood need to fix properties for owner-occupancy. (DNS/NIDC)

   2002 Activities
   a. Administer the Lindsay Heights TID. (DNS/NIDC)
   b. Identify alternative strategies for addressing the segment of the building owning population in TINS and CPA's that do not meet the criteria for receiving needed home improvement assistance. (DNS/NIDC)

   Beyond 2002 Activities
   a. Work with Milwaukee Metropolitan Fair Housing Council and others to research the impact of predatory lending in Milwaukee (DNS/NIDC, DCD, Treasurer's Office).
   b. Implement strategies designed to address the building owning portion of the population in TINS and CPA's that do not meet the criteria for receiving needed home improvement assistance.  (DNS)

3. Expand homeownership opportunities for Housing Authority and Section 8 residents through the 5H and voucher programs. (DCD-HACM)

   Ongoing Activities
   a. Continue to sell scattered sites public housing units to residents through the Section 5H homeownership program. (DCD-HACM)
   b. Provide down payment or closing cost assistance grants for HACM homeownership program participants who purchase a home in the private sector. (DCD-HACM)

   2002 Activities
   a. Sell 15 scattered sites public housing units to residents through Section 5H. (DCD - HACM)
   b. Provide down payment or closing cost assistance grants to 20 public housing residents. (DCD – HACM)

    c.  Construct and sell 20 single-family homes in conjunction with the Parklawn HOPE VI redevelopment program. (DCD – HACM)

    d.  Construct and sell 20 single-family homes in conjunction with Lapham Park HOPE VI redevelopment program. (DCD – HACM)

    e.  Assist up to 20 families to purchase a home through the Section 8(Y) Housing Voucher Choice Homeownership Program. (DCD – HACM)

    f.  Partner with Independence First to provide up to 10 Section 8 vouchers for homeownership for families with disabilities. (DCD – HACM)

**Strategy 7:  Promote a range of housing opportunities with appropriate supportive services for the City's special needs population.**

    **Action Plan:**

1.  Improve the supply and quality of emergency and transitional housing that leads to long-term affordable housing.

    <u>Ongoing Activities</u>

    a.  Participate in the City of Milwaukee Continuum of Care (C.C.) to develop, implement, update and monitor a long-range strategy to end homelessness.

    <u>b.</u>  Encourage private sector development of affordable housing to address identified needs.

    c.  Promote diversity in the type and location of transitional housing options.

    d.  Coordinate special needs housing development efforts with surrounding communities and public and private housing providers.

    e.  Encourage and improve linkages and collaboration with supportive service providers.

    f.  Strengthen team collaboration with the police department and community partners.

    g.  Incorporate special needs housing population opportunities in all comprehensive planning efforts. (DCD)

    h.  Ensure an equitable distribution of housing for those with special needs throughout the city and metro region. (DCD, DNS)

    <u>2002 Activities</u>

    a.  Complete an analysis of the types of housing needed to address existing gaps.

    <u>Activities Beyond 2002</u>

    a.  Determine the feasibility of legislation that would require applicants for a rooming house license to include a services plan.

2.  Improve collaboration between the shelter community and providers of long-term subsidized housing.

    <u>Ongoing Activities</u>

    a.  Develop and update an inventory of available affordable long-term housing.

b. Encourage and expand collaboration and partnership between the Housing Authority and community-based organizations that serve homeless individuals and families.
c. Encourage and expand access to other subsidized housing including project based Section 8, Section 202, Section 235, Section 811 and Section 42 Tax Credit housing.

2002 Activities
a. Identify funding opportunities that promote partnership between affordable housing developers and supportive services providers.
b. Form a partnership between the Housing Authority and an appropriate supportive service provider to develop a funding application through the Continuum of Care for long-term housing project for Single Room Occupancy (SRO).

3. Increase access to and use of private market rental housing and homeownership opportunities.

   Ongoing Activities
a. Work with interested landlords, landlord compacts, financial institutions, and other community stakeholders to support efforts to use private market rental units for the homeless.
b. Work to increase services for protective payee programs.

   2002 Activities
a. Encourage and work with private developers and owners interested in making their housing resources available.
b. Facilitate collaboration between private property owners and supportive services providers to promote "housing with services" to achieve successful, long-term placement.
c. Explore the feasibility of bonding for "high risk" renters.